



December 15th, 2005

TO: Transportation Authority of Marin Commissioners

FROM: Dianne Steinhauser, Executive Director

RE: TAM Staffing and Recruitment Plan, Agenda Item 12

Dear Commissioners:

In April of 2005, the TAM Board accepted an organizational analysis report prepared by staff via Carmen Clark Consulting that reviewed the organizational structure of TAM and outlined issues and recommendations addressing the agency's current and future functions and staffing. The Board elected to get the basic agency up and running, focusing on TAM's core missions of programming and funding. The Board accepted the recommendation of staff for a flat organization with staff working directly for the Executive Director in a matrix management style. The level of staffing was commensurate with an organization that was just getting started. Staff were envisioned to perform a discrete number of tasks that a single manager could manage effectively. The Board confirmed the need to hire a permanent Exec Director and allow the Exec Director to revisit the staffing plan when he/she was onboard.

Your TAM management team has reviewed the workings of TAM that have transpired since the April 2005 report, and come to several conclusions. They include the following

- 1- The county staff time dedicated to TAM activities is substantially greater than what was adopted in the FY 2005-06 Budget.
- 2- The level of expertise and experience to effectively manage all of TAM's functions suggests a higher level of position than originally envisioned.

Considering these observations, your management team and their consultants have engaged in process of re-assessing staffing needs. They will be presenting results for discussion at the TAM Board meeting.